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	Personnel Management Specialist								Information for Employees. The standards, and information on their application are available in the personnel office. The classification of the position may be reviewed									
Signature Date 9/2/97								and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.										
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#### Introduction and Purpose

The incumbent serves as a Project Leader for a generally complex, high-profile National Wildlife Refuge, Refuge Complex (primary refuge area with geographically separated units) and/or Wetland Management District in Region 3. Incumbent is also responsible for Partners for Wildlife efforts in a multi-county Fish and Wildlife Management District (District).

These stations generally involve several of the following: large size and extensive infrastructure; variety of high priority/profile fish and wildlife species; reproducing threatened or endangered species populations; a wide diversity of habitat types; high public use and an array of public use facilities including visitor centers; an active, on-going acquisition program; controversial land or use disputes; controversial commercial uses including oil/mineral extraction; water rights and water flow controversies; Native American issues over use of lands and resources; extensive easement administration and management; often conflicting urban or agricultural use surrounding the unit; serious contaminant or pollution issues; designated wilderness and natural areas; political sensitivity; and relatively large staffs of multiple disciplines.

Some newly established refuges may present an exception to the above due to the complex and controversial nature of planning and land acquisition, and the higher level of human relations, communications, and marketing skills required to establish and develop a new refuge.

Work is accomplished personally by the incumbent, but principally through leadership by developing, organizing, directing and motivating a multi-disciplinary team of professional and technical staff. Major Duties include, but are not limited to:

#### A. Major Duties

- Provides administrative and managerial leadership in the operation of a large unit(s) of the National Wildlife Refuge System that is characterized by a variety of wildlife species, populations, diversified habitat, and often, populations of endangered or threatened species.
- Plans, executes and evaluates wildlife habitat development, maintenance, protection and enhancement work on fee title, easements and private properties throughout the District.
   Emphasis is on managing diverse complexes of wetlands, forests, croplands and grasslands with priority to endangered species and migratory bird resources. While emphasizing those groups, management must maintain or restore natural biodiversity and representative populations of all native fauna and flora.
- Plans, executes and evaluates refuge public use activities including the development of interpretive, educational and recreation programs and facilities to provide the public with an understanding and appreciation of fish and wildlife ecology and management and to provide wholesome wildlife-dependent recreational opportunities compatible with refuge purposes.
- As a subject matter expert, serves as the Service's primary representative to State Department of Natural Resources (DNR) for all Refuge and Wildlife programs in the District. These include: management and public harvest of resident game species on Service lands, oversight of units owned by the Service and managed by DNR (e.g. WPAs, Coordination Areas), and coordinating Service and DNR efforts to enhance wildlife on private lands.
- Evaluates and delineates properties that are proposed for acquisition into the National Wildlife Refuge System.

- Plans and directs an integrated law enforcement program within the District. The employee
  protects the physical property and natural and cultural resources of the refuges and provides for
  public safety. Enforces compliance with Conservation Easements within the District.
- Recruits, trains, counsels, motivates and mentors a diverse professional and technical staff to
  accomplish the Service's goals and objectives in an open, innovative and enthusiastic leadership
  atmosphere. Supervises a diverse permanent staff of resource professional, technical,
  administrative staff, as well as volunteers, youth program and other temporary employees.
  Personnel responsibilities are executed with aggressive support of Service Equal Employment
  Opportunity goals.
- Develops annual and projects future needs for budgets, program schedules and staffing proposals
  to insure that all units are funded, developed, equipped and staffed to accomplish assigned work.
   Develops grant proposals and cooperative agreements to foster fiscal partnerships with States,
  local governments, and nonprofit conservation groups.
- Ensures efficient administration of all Refuge programs and the optimum maintenance of all facilities and property in the District.

#### B. FACTORS

# 1. Knowledge Required by the Position

- Mastery of all aspects of the wildlife refuge management profession with particular skills in identifying, defining and resolving complex, controversial, or unique aspects of natural resource management.
- Knowledge and skill in developing and guiding new and improved management techniques or procedures to solve problems, including the use of nontraditional agreements and MOUs, cuttingedge research and monitoring, and experimental grassland, wetland, or forest management techniques.
- Skill in dealing with sudden or long standing controversies involving often contradictory goals and objectives such as tribal rights, wildlife/agricultural conflicts, water rights and watershed drainage issues, and high and often conflicting levels of public use.
- Skill in applying complex regulations and policies in the areas of personnel management, purchasing and contracting, land acquisition, environmental laws, cultural resources, compatibility of uses, and law enforcement.
- Skill in negotiating agreements or plans dealing with controversial issues involving landowners, local governments, Indian tribes, conservation organizations, other agencies, and the general public. Plans and agreements often involve land acquisition, endangered species, wetlands, competing economic uses, and wildlife populations causing negative impacts.
- Skill in developing and executing public relations and outreach strategies with a variety of public and private entities to inform, persuade, and move to action to benefit Refuge and trust resource objectives. Strategies usually involve major media outlets, members of Congress, local "Friends" groups, and competing user-groups.
- Skill in verbal and written communication designed to market resource programs, influence key decision makers, and effectively handle controversial issues.

 Skill in supervising a multi-disciplinary staff, maintaining high morale and motivation, and establishing effective work teams.

### 2. Supervisory Controls

Direction is received in terms of broad, general objectives and policies related to wildlife and refuge/wetland management district management. The employee and supervisor, in consultation, develop general objectives, projects, work to be done, and deadlines that accomplish wildlife refuge/wetland management district programs and operations to be executed.

The employee is expected to resolve most of the conflicts that arise and to coordinate the work with others as necessary. The employee interprets and applies program policy in terms of established program and/or operating objectives, and keeps the supervisor informed of progress, potentially controversial problems or concerns, or matters having far-reaching implications.

Completed work is reviewed for general adequacy in meeting program or project objectives, expected results, and compatibility with other work.

#### 3. Guidelines

Guidelines exist in the form of general agency policy statements, previous files on the subject, regulations, and laws. Instructions received are very broad. Guidelines are often inadequate to deal with more complex or unusual problems, or problems concerned with novel, undeveloped, or controversial aspects of refuge/wetland management district management. The employee is expected to use initiative in developing operational procedures and instructions which deviate from traditional methods or when developing new methods.

#### 4. Complexity

Employee carries out a variety of duties requiring many difference and unrelated processes and methods in solving wildlife refuge problems. Problems are complex in nature and are accompanied by very technical, administrative and/or public relations implications. Management of a large and complex refuge or wetland management district requires employee to be especially versatile and innovative in order to identify new approaches or strategies that may be precedent setting or highly controversial. Employee is expected to independently analyze, coordinate and plan activities covering broad resource issues. Issues encountered may have conflicting precedents, present serious conflicts between station purpose and social/economic needs, or represent long-standing problems for which lasting solutions have not been identified.

### 5. Scope and Effect

Employee is concerned with resolving critical or unusual problems in habitat, wildlife populations and public use management, and determining the validity and soundness of programs and management plans. The employee works with a wide range of Federal and state agencies, private conservation organizations, and industrial, commercial agricultural and university personnel. Results of the work have significant impact on the establishment and operations of wildlife refuges, and on the social and economic well-being of a large geographic area and a number of dependent communities or commercial enterprises, including agriculture and tourism.

#### 6. Personal Contacts

Personal contacts are with high-ranking representatives from outside the agency at national or international levels, including such persons as key officials, top level biologists, and other scientific personnel of other agencies; members of Congress, or their staffs; state governors, mayors, top executives of industry; or nationally recognized spokespersons for nationwide resource conservation groups, newspaper, radio and television corporations, or similar entities.

#### 7. Purpose of Contacts

Contacts are to influence, motivate, and negotiate controversial issues with various parties in a manner that will obtain agency objectives. Persons being contacted may be skeptical or uncooperative. Employee should be able to meet and deal persuasively with local landowners on matters pertaining to water control, easements, and other land uses when controversial issues develop, or heated issues occur and pertain to the needs for compliance with Federal regulations, policies, and practices. Employee is required to persuade, influence or negotiate with various organizations or individuals who have conflicting views and interests in the use (non-use) of public lands and various resources so as to reach agreement that is consistent with established policy and regulations. Employee is expected to justify the feasibility and desirability of significant plans and proposals.

Typical contacts also involve the enforcement of laws and regulations. Such contacts by employee or staff are for the purpose of interrogations and apprehension which may result in hostile confrontations since the persons contacted may be fearful or dangerous.

## 8. Physical Demands

Work requires both office and outdoor work. The work requires some physical exertion such as walking over wet, rough, uneven or rocky surfaces; bending, crouching, stooping, stretching, reaching, or similar activities. The work may often be performed in an area of hostile violators of refuge programs, or wildlife which may require the employee to be defensive or protective of self and/or others.

#### 9. Work Environment

Office conditions are generally adequate in regard to lighting, heat and ventilation. Field work involves exposure to extreme weather conditions and exposure to potentially hazardous situations such as fire management activities and law enforcement, particularly at night or when confronting armed or angry persons. The employee must apply a wide range of safety precautions under uncontrolled conditions.

A condition of employment is wearing the official Service uniform as prescribed by 3 AM 3. The incumbent is required to obtain and wear uniform components within Class B and C.